

Solicitation Number: SCC060001-A1

Statewide Research and Survey Services

Category 3.4.6.3. Survey Purposes—Program Evaluation

Solicitation Due Date:
September 30, 2005

Submitted to:
Strategic Contracting Centers
100 N. 15th Ave., Suite 104
Phoenix, Arizona 85007



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Experience and Expertise—3.4.6.3. Survey Purposes—Program Evaluation

Overview of Experience and Expertise

LeCroy & Milligan Associates, Inc. (LMA) has the breadth of experience and a service philosophy that is well suited to the variety of services requested in the solicitation. For the past 14 years, LeCroy & Milligan Associates has provided research, evaluation, planning and training services for state, federal and local agencies in a variety of project areas.

The combined personnel of our organization provide a unique balance of individuals that have the analytical, statistical, and substantive expertise to respond to the demands of the RFP and produce exceptional consultation and project services. Project teams are formed to include staff members whose unique experience is most needed by a particular project.

Our staff comprise a multi-disciplinary team with professional backgrounds in psychology, social work, public health, juvenile justice, education, public administration, family studies, and management information systems. Our staff's backgrounds include *direct* program development and administrative experience as well as *consultation* in research. This experience enables us to understand the *practical and practice* issues involved in human services. Also, our work is not dependent on one person but rather involves an entire team to provide the service or product. This provides clients with additional assurance that our work will be completed in a timely and efficient manner.

We have a staff of 21 full-time and 2 part-time employees that work efficiently and effectively in designing and carrying out research, planning, and consultation projects. Because we use a team approach in our work, the burden does not fall exclusively on one evaluator to complete work, and thus we can be efficient and timely in our work. Our team includes:

- 1 President/Evaluator, MSSW
- 1 Executive Director/Evaluator, PhD
- 5 Evaluation Associates, Master's Degrees and PhDs
- 3 Evaluation Specialists, BA
- 1 Computer Systems Manager, BS
- 1 Business/Operations Manager
- 3 Data Entry Specialists
- 7 Quality Assurance & Training Team Members, 3 Master's Degrees

LeCroy & Milligan Associates maintains a well-established office in Tucson, Arizona. The offices are connected with a local area computer network with state-of-the-art word processing equipment, and use Microsoft products, SPSS, Epi-Info, ArcView GIS mapping software, and Dreamweaver software. We also have access to large mainframe computers when needed. Our computer and personnel capacity and experience allows us to process and enter large data sets if needed. Our office has a conference room available for meeting and training when needed. We have a large library of evaluation, prevention and training materials. We have two fax machines to receive documentation and we are available by phone, fax, or email.

Our staff have access to numerous on-line and library resources for reference needs. We have DSL Internet connections with virus and security protection updated regularly. We maintain three websites and regularly post reports, written materials, training materials, and relevant links. We have developed a web platform for training modules used nationally. We use Dreamweaver software for creating secure web-based access for online data collection.

Experience and expertise in Program Evaluation Surveys

LeCroy & Milligan Associates has designed survey instruments with diverse populations and for a variety of different situations. For example, surveys have been designed for juvenile court judges, service recipients, welfare workers, parole staff, and many other groups. We have translated almost all of our surveys into Spanish and incorporate pre-testing, feedback and revision to insure appropriate language for local populations. Our surveys have been used in very focused, single site research projects as well in broader, multi-site evaluations. The Juvenile/Family Drug Court evaluation surveyed Judges, probation officers, drug court staff, and the juveniles and their families in sites across the state. We also developed surveys in evaluating the Drugfree Workplace program for the Governors Community Policy Office from 2000-2003. These surveys were designed to gather outcome information from parents attending substance abuse prevention programs in workplaces. For the Abstinence Only program evaluation, statewide surveys were designed and administered during the past five years with adolescents, school principals, and program staff. Surveys developed for the Pima County Juvenile Probation Services evaluation investigated perceptions and experiences of victims, families and the public related to juvenile offenders.

In our evaluation of the *Promoting Safe and Stable Families Family Preservation/Family Support programs* (1998-present), multiple data collection methods are being used to examine the program's process. The Family Data Collection Form was extensively revised by LeCroy & Milligan Associates for DES so that their Family Support Specialists can screen families for their service needs, obtain family characteristics, and collect baseline and post-program measures of outcomes. Other methods used in this project have been focus groups with family participants to understand their service needs, case studies with select families to trace their pathway through the program from intake to discharge, and interviews with program staff to get a comprehensive picture of the program components. During the first two years of this project, a collaboration survey was designed and administered to partners implementing the Family Support/Family Preservation programs, to assess the quality and extent of collaboration. **Key personnel:** Jen Kozik, Allison Titcomb

LeCroy & Milligan Associates has designed and completed outcome and process evaluations for small and large projects, from evaluations of local community based programs to statewide, multi-site, multi-year evaluations. Other projects in which we used surveys are highlighted below.

Healthy Families Arizona (Department of Economic Security (DES))—a 14-year project including process and outcome evaluation of home visitation program in 48 sites across Arizona. Over the years, we have completed a qualitative interview study, an implementation study, a focus group study, a cost effectiveness study, several literature reviews and outcome studies, and Proposal for Statewide Research and Survey Services

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implemented a statewide quality assurance system. We developed and revised screening instruments, risk assessment instruments, satisfaction surveys, outcome instruments, and quality assurance tools. Our quality assurance and training staff direct efforts to prepare for Healthy Families credentialing every four years, requiring each site to examine compliance with comprehensive standards. The quality of these efforts was a contributing factor to Arizona becoming the first *state system* to be credentialed by Prevent Child Abuse America. **Key personnel:** Craig LeCroy, Judy Krysik, Kerry Milligan, Allison Titcomb, Pat Canterbury, Hilary Smith, Cindy Jones, Olga Valenzuela, Kate Whitaker, Pauline Haas-Vaughn.

Abstinence Only Program Evaluation (1998-present)—Over the course of 7 years of program evaluation, we have completed survey data collection in over 170 schools throughout Arizona, administering written surveys to over 100,000 youth and adult participants. The primary outcome survey for adolescents had over 100 items related to risk and protective behaviors related with the strongest emphasis on sexual behaviors and intentions. Surveys were carefully reviewed for language, age and cultural appropriateness. Our strategy that enabled this broad saturation was to train program staff in data collection through on-site training, a comprehensive data collection manual, and monthly follow-up and technical assistance. Paper and pencil survey was the only feasible method due to the variety of settings, times and formats of the prevention programming. We attained an excellent response rate with highly reliable data. We also developed surveys for adult participants, parents, and key stakeholders regarding perceptions of the program. We also conducted site interviews and focus groups with program staff, and developed and managed a telephone survey to assess effectiveness of a statewide media campaign during the years of the project. **Key personnel:** Pat Canterbury, April Hizny, Kerry Milligan, Craig LeCroy, Cindy Jones, Olga Valenzuela, Judy Krysik, subcontractor

Pima County Juvenile Probation evaluation. (2002-2003) A multi-faceted evaluation to examine the overall effectiveness of the probation services offered by the Pima County Juvenile Court that addressed four main components: the impact of case compliance and probationer status on recidivism; a literature review of best practices; a series of surveys assessing the public's perception of court priorities and effectiveness; and an investigation of the usefulness of a single system design approach to *case management* in fostering more supportive relationships between probation officers and offenders. The evaluation included interviews, analysis of extracted JOLTS data, surveys, and case file reviews of 450 juvenile records. **Key personnel:** Craig LeCroy, Olga Valenzuela, John Hepburn, subcontractor

Arizona Family Group Decision Making (FGDM) program evaluation (DES) a three year study (2001-2003) of process and outcomes of the FGDM program in all DES districts in Arizona, which included site visits, observations of family group conferences, instrument development for process and outcome data, analysis of CHILDS data to assess dependency outcomes, and yearly reports and presentations. **Key personnel:** Allison Titcomb, Cindy Jones, Olga Valenzuela, Kerry Milligan.

Juvenile/and Family Drug Court and Diversion program evaluation (Governor's Office of Substance Abuse Policy)—this three year project (2001-2004) included process and outcome studies of three types of projects funded through the Arizona Parents Commission---the Juvenile Drug Courts, the Family Drug Courts and the Juvenile Diversion programs throughout Arizona.

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Key Personnel: Pat Canterbury

In the Protecting You, Protecting Me project, funded through the Governors Office of Substance Abuse Policy/Parents Commission (2004-present), LeCroy & Milligan Associates completed interviews, site visits and focus groups with students and staff involved in this peer-led prevention program, to gather baseline and one-year post program qualitative information. Multiple outcome surveys were also developed and administered.

Key Personnel: April Hizny, Jen Kozik, Kerry Milligan.

Two Pima County needs assessment projects, Project Contact: Access to a Pediatric Home for the Homeless Focus Group Study (2002) and the Tucson Planning Council Homeless Youth Survey (2005) included focus groups and surveys as the main sources of data collection to gather needs information from homeless youth. **Key personnel:** Hilary Smith, Craig LeCroy

OASIS Center for Sexual Assault and Relationship Violence program evaluation (University of Arizona). During this two-year project we developed focus group protocols and key informant interview guides to assess the needs and perceptions of the Center among “consumers” and community collaborators. **Key personnel:** Allison Titcomb

Altar Valley State Incentive Grant Project: this three-year project evaluated an empirically-based substance abuse prevention program in a rural middle school, and included the development of outcome surveys, a needs assessment survey, a program fidelity checklist, and community task force survey. **Key personnel:** Allison Titcomb.

Nevada Department of Health Services “Real Choices” Systems Change Needs Assessment. (2004-2005) LeCroy & Milligan Associates completed a project for the state of Nevada, a needs assessment of the health care systems serving children with special health care needs (CSHCN) . This project included an extensive survey and assessment of current and past service delivery models and planning approaches that have implemented in Nevada and other states. In order to complete this task we examined and contrasted existing models, frameworks and literature . Major needs, assets and changes in the delivery of services were reflected in this assessment, with the information being used by state agency planners for improving the Nevada systems. The multi-method assessment includes a literature review, gathering of secondary source data, surveys of providers and consumers, focus groups with providers and consumers, key informant interviews, and workshops and reports for disseminating results.
Key personnel: Pat Canterbury, Allison Titcomb, April Hizny

References

- 1) **Client Organization/Contact person**
Arizona Department of Health Services
Sara Rumann, Program Manager
(602) 364-1400

Project Description/Project Dates: *Arizona’s Abstinence Only Program* evaluation was a program evaluation of abstinence only education involving 18 sites, 172 schools, 600

locations, surveys of 100,000 participants on sexual risk and protective factors, four annual telephone media surveys, and provider and stakeholder surveys.

Project Dates: 1998-2003, 2004 –present.

2) Client Organization/Contact person

Arizona Department of Economic Security

Rachel Whyte, Program Manager, Healthy Families Arizona

(602) 542-1563

Paula T. Wright, Statewide Coordinator, Family Group Decision Making Program

Phone: (602) 364-1761

Project Descriptions

Healthy Families Arizona Evaluation. A statewide evaluation involves 48 sites, with over 8500 total families to date. This project has included process and outcome studies, credentialing work, and quality assurance and training components.

Project Dates: 1991 to present.

Family Group Decision Making program evaluation. Three-year study of process and outcomes of the family group conferencing program implemented through DES districts statewide. **Project Dates:** 2001-2003

3) Client Organization/Contact person

Arizona Governor's Division for Substance Abuse Policy

Rudy Navarro or Holly Orozco

(602) 542-6004

Project Description/Project Dates: LMA has been involved with numerous projects for the Governor's Division for Substance Abuse Policy. Program evaluation projects include:

- *Juvenile and Family Drug Courts and Diversion program evaluation.*
- *Evaluability Assessment and Evaluation Project for Substance Abuse Prevention Programs for Children:* This project included an assessment of the funded agencies capacity to participate in an evaluation, and the subsequent evaluation of those programs.
- *Protecting You , Protecting Me program evaluation.* Evaluation of a substance abuse prevention program being implemented with the Hopi Reservation.
- *Family Focused Treatment Programs—Program Evaluation.* Process and outcome evaluation of multi-systemic and functional family therapy services being implementing in the Arizona Department of Corrections Juvenile detention facilities.

Project Dates: 2001-present.

4) Client Organization/Contact person

Pima County Juvenile Probation Department

Karen Godzyk

Phone: (520) 740-2094

Project Description: *Pima County Juvenile Probation evaluation.* A multi-method study which included three large-scale telephone surveys with victims, family members

and the general public regarding perceptions of the department's effectiveness, a comprehensive literature review of juvenile treatment approaches, a single system design study with probation officers, and a recidivism study requiring mining of the JOLTS (juvenile on-line tracking system).

Project Dates: June 2002- June 2003

5) Client Organization/Contact person

Tom'as Leon, Executive Director

Youth on Their Own

Tucson, Arizona

Phone: 520-293-1136

Project Description: *Homeless youth survey* for the Tucson Planning Council for the Homeless. Surveys, focus groups, interviews to assess needs of homeless youth and conduct strategic planning.

Project Dates: September 2004-present

6) Client Organization/Contact person

United Way of Tucson and Southern Arizona

Dan Duncan, Vice President, or LaVonne Douville, FFK Impact Director

Phone: (520) 903-9000

Project Description: *Consultation with United Way Impact Councils.* LMA staff work as contracted consultants to three Impact Councils to provide technical assistance in needs assessments, grant development, strategic planning, and evaluation.

Project Dates: 11/03- present

Resumes of key personnel

Resumes of the following key LeCroy & Milligan Associates staff are attached.

Kerry Milligan, MSSW

Craig LeCroy, Ph.D.

Allison Titcomb, Ph.D.

Pat Canterbury, MPH

April Hizny, BA

Jen Kozik, MPH

Hilary Smith, MA

Cindy Jones BA, MIS

Allyson LaBrue, BA

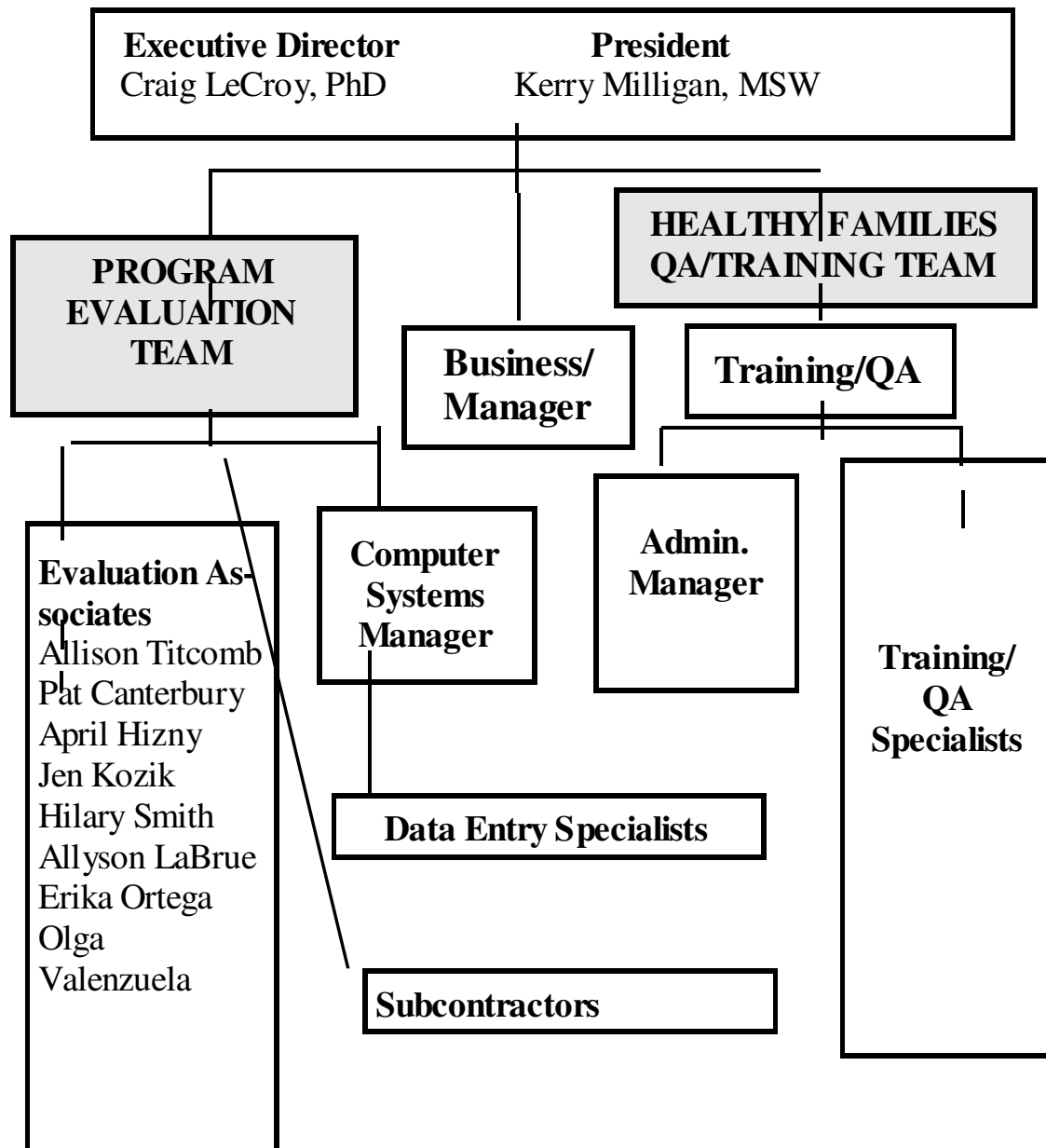
Olga Valenzuela, BA

Potential Subcontractors:

- FMR Associates, Inc. Tucson, Arizona. Founded in 1981, FMR Associates, Inc. specializes in strategic research for the communications industry. We have used them for random-digit dial telephone surveys.
- Judy Krysik, Ph.D.

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ORGANIZATIONAL CHART



Note: The Project team leader is chosen from evaluators for each project, and supervises the project

Method of Approach

Surveys can be most useful for gathering input on knowledge, attitudes, belief, and opinions in order to identify and prioritize community problems, to measure changes in attitudes, to gain reactions and solutions to problems. Whether a phone, mail, online, or face-to-face survey is used depends on the resources available, and the amount and type of information to be collected. Response rates vary depending on the method used. For example, mailed surveys tend to have the lowest response rates while surveys performed over the telephone tend to have higher participation rates. Information gathered from surveys is only as good as the questions that are asked; thus, LeCroy & Milligan Associates gives significant effort to survey design. By carefully examining the population to be surveyed and the literature about best methods, we would develop the appropriate survey design, taking into consideration the following issues that might affect response: e.g., structured response items, open-ended response items, length of survey, wording, language, type of person administering it. We often pretest the questionnaire to help identify flaws in the question format.

Survey of Key Experts. Depending on the level of accuracy required, a survey could be conducted of “key experts” on the problem to get their perspectives about the nature and extent of the problem, needs or issue, and what is needed to either develop or enhance current service strategies. This is a quick and low-cost way to get information, and this strategy can be used in conjunction with other data sources to cross-validate information.

Survey of General Population. If there is minimal information about a problem then a survey of the general population could be employed which would require sampling techniques for generating a representative list of the population in question. Questionnaires are especially useful when the respondents must remain anonymous.

Survey of “At risk” Population. A survey of the population who are considered “at risk” for the problem could be conducted. For example, if the research question to be answered is whether Hispanic teens need more information about contraception, then a sample could be drawn of Hispanic families with children between the ages of 14-17.

LeCroy & Milligan Associates Inc. uses a systematic process to develop and implement survey research for program evaluation. We typically use questionnaires, surveys for outcome data collection. Our staff have expertise in either selecting or designing measures that are sensitive to detecting program outcomes. The proposed steps in this process include:

Task One: Survey Design.

- Identification of the appropriate variables to measure through a team approach . LeCroy & Milligan Associates determines the variables of interest in the evaluation through a comprehensive team approach that includes the stakeholders’ input and feedback. This is done with direction from what past literature indicates are

important variables to measure, through the logic or conceptual model of the program, and through the specific research questions or hypotheses developed by the team. LeCroy & Milligan works to focus the stakeholders' interest on the most important variables of interest, because they will be the focus for measurement. Inevitably, there are limited resources for evaluation. A key to an efficient outcome evaluation is to focus on the most important variables to measure, and to measure them well.

- Review of the literature for reliable and valid measures. We consider such factors as how the measure was developed and how it has been used. That is, has it been used to measure outcomes or it has just been used as a screening instrument? Also we examine whether there has been adequate psychometric data available on the instrument.
- In this stage, survey questions are generated from an analysis of the research questions to be addressed, knowledge gained from reviews of relevant literature, knowledge of the population to be surveyed, and practical considerations such as ease and type of administration (phone, paper, interview, etc), length of time available to take a survey, geographic, cultural or situational needs, analysis plans, formatting considerations and so on.
- If an appropriate measure does not exist then we create a draft measure by:
 - 1) soliciting expert advice on items to measure from research and program experts
 - 2) translating the measure into relevant languages for the populations in questions (Spanish or Asian languages most commonly)
 - 3) pilot-testing the draft measure for face validity
 - 4) analyzing the data for internal consistency of item concepts
 - 5) implementing the measure and analyzing it for its ability to measure the variables reliably.

Task Two: Develop Database

As we have done in the past with other large statewide data collection projects, LeCroy & Milligan Associates will develop a SPSS or EPI-Info database for the survey data as well as develop and implement data quality and data security measures to ensure accurate data entry. LeCroy & Milligan Associates uses a local area network that is password protected, and backed up regularly. The database will be designed for maximum utility and easy access, so that at project completion all data can be stored on CD-ROM and provided to the client for further data analysis if desired.

Task Three: Provide assistance in designing sampling methods and weighting strategies; execute sampling plan

The development and application of the sample design are essential to ensure that the data collected accurately represent the population under study. LeCroy & Milligan Associates proposes to use the experience of their in-house team of research specialists, informed by the expertise of a statistical sampling expert if needed. Sampling of evaluation participants depends on the scope and research questions for the evaluation. LeCroy & Milligan Associates can use

sampling techniques for estimating and obtaining adequate representation of the evaluation population that is necessary for detecting significant differences among the outcomes of interest. Our staff have expertise in conducting power analysis for estimating the sample size needed for conducting outcome analysis with various types of outcome evaluation designs.

When determining samples, LeCroy & Milligan also considers the demographics of the target population and prevalence rates for the social problem that the program is trying to address. For example, over-sampling of certain groups may be employed in order to adequately represent a small but crucial group that is targeted for the program, such as high-risk populations, or ethnic groups that are vulnerable to a particular social problem.

Task Four: Survey Administration

A detailed data collection plan and data collection training is developed, paying careful attention to consent and privacy issues of the individuals being surveyed. These plans typically include what the method or activity for collecting the data is, the variables to be measured or the information that the method is designed to collect, and the source for the data .

LeCroy & Milligan Associates, Inc. strives to instill a commitment to quality improvement and evaluation among program staff that will continue once our work has been completed. To that end, we are prepared to develop customized surveys and onsite databases for long-term use by program staff. For example, a custom Microsoft Access database was developed for the Crisis Nursery in Phoenix that is currently being used by program staff to track important information and generate reports. In addition, customized Access databases were developed for onsite use by program staff for the *Juvenile Drug Court and Diversion programs evaluations*. For both these projects, LeCroy & Milligan Associates, Inc. developed detailed and extensive data management procedures manuals and provided training to program staff on data collection and entry procedures and report generation.

We also determine the most realistic, cost effective, reliable, and useful data collection methods, such as paper instruments, on-line data collection, provision of an on-site database, or face-to-face methods, e.g. interviews and focus groups. Careful consideration needs to be considered to achieve reliable data, for example, is the program able to devote staff time to data entry, does the program have reliable computer and internet resources for web-based data collection, and so on.

Task Five: Survey Analysis and Report Writing

Part of the research plan includes a data analysis plan that details the steps and methods for analyzing the data. The selection of these methods depends on the following:

- The needs of the client (primary research questions and type of information needed)
- The type of the data collected (e.g. qualitative vs. quantitative)
- The sample size
- Project timeline.

Qualitative Data Analysis. If the data collected is primarily qualitative, e.g. open-ended survey questions, then content analysis may be used to organize the data around the major questions or themes in the narrative, or text under analysis.

We have several staff with experience in qualitative data analysis. The needs of the client drive the type of information that is provided through the qualitative analysis: raw data, description, interpretation, recommendations based on the data, or a combination of all these things.

Quantitative Data Analysis. The quantitative data analysis is driven by the research and hypotheses from the research plan. We have a professional staff that are trained in a variety of descriptive and multi-variate inferential statistical techniques. While our staff has the ability to perform sophisticated analyses, we only use the level that is most appropriate for the project. For example, it may be that more sophisticated methods could be used, but a more sophisticated level may not be needed or required by the client. Other considerations, mentioned earlier, are the type of data available for analysis. Sometimes, the data may be nominal or discrete, and do not lend themselves to sophisticated techniques. For most survey data, the descriptive techniques usually include frequency distributions, percentages, and central tendency statistics are used, for example, to describe the population characteristics, opinions, perceptions, behaviors, attitudes and knowledge.

For data analysis, at a minimum the following steps are typically conducted by LeCroy & Milligan Staff:

- 1) Clean the data (check for missing data and accuracies)
- 2) Determine the data distributions of the major variables for the analysis (i.e. frequency distributions, histograms, central tendencies, skewness, etc.)
- 3) Based on the results from previous steps, adjust the analytic plan so the analysis is appropriate to the data
- 4) Create syntax for re-coding of variables if needed, for example to aggregate data, or re-code variables to address uneven distributions, etc.
- 5) If scales are used, calculate scale scores and determine scale reliability, and conduct item analysis to assess empirical validity
- 6) Conduct major analyses based on type of data, for example, correlational or inferential statistics.

Task Six: Prepare reports and make recommendations

LeCroy & Milligan's general approach to documenting findings and report writing is to understand and respond to the information needs of the audience. This will determine the scope and format of the report. We have written reports that vary in their technical nature, and sometimes, we produce several reports or presentations for one project that address different audiences. For example, we may write a comprehensive process and outcome report that is considered the main report, and then we may produce a short report or executive report for policy-makers and the public. In other cases, we have written both a technical report that specifically details the analytic results, and a report for lay audiences that only summarizes and

interprets the findings. In several of our multi-site evaluations we have produced individual program site reports for the program providers, designed to highlight program improvement and recommendations for corrective action plans.

Our evaluation reports typically include all of the following components:

- A description of the project being evaluated, including the contractual and performance requirements
- A description of the methodology used in the evaluation
- A description of the limitations and challenges of the study and research design
- How we constructed the sample and demographic characteristics of the sample
- The major questions or hypotheses for the evaluation
- The statistical analysis approach and results , including confidence intervals
- The major findings
- Recommendations for the program improvement and planning.

If appropriate for the audience, we may also describe in detail the statistical analyses used. If a test of mean differences was employed, the means, standard deviations, confidence intervals and effect sizes are usually reported, as is recommended by the American Psychological Association task force on statistical analysis.

LeCroy & Milligan Associates believes an in-person presentation of project results is critical for understanding and utilization of evaluation results. Our preparation of presentations is based on the same considerations described above for reports. We have conducted presentations of evaluation information and results to a wide variety of audiences: our clients, policy-makers, program providers and participants in the evaluation, advocacy groups, professional evaluators, national conferences, and the general public. Our approach is to tailor the information based on the needs and expertise of the audience, and to use the following fundamental presentation techniques for engaging and maintaining the audience interest:

- An introduction that includes the purpose and outline of the presentation
- Identifying and linking information to the unique concerns of the audience
- Variation of presentation format, for example, lecture, visuals, handouts, and interactive techniques if appropriate
- Professional format and display, PowerPoint, or overheads
- If using graphs and charts, a display of the information in a simple, easy-to-read format
- Facilitating the utilization and application of the information through discussion and follow-up.

Background Information/Samples of Work

Samples of our work in this area may be found at our website www.lecroymilligan.com.

Recommended materials for your review include:

- *The 2002 Final Evaluation Report and 2004 Annual Evaluation Report for Healthy Families Arizona,*
- *The Executive Summary of the Final Report for the Abstinence Only Education program evaluation completed for the Department of Health Services.*
- *The Executive Summary of the Pima County Juvenile Probation Services evaluation*
- *The 2002 Promoting Safe and Stable Families Annual Report.*
- *2001, 2002, 2003 Family Group Decision Making program evaluation annual reports*
- *Nevada Needs Assessment of Children with Special Health Care Needs—final report*
- *Family Violence Assessment Project (2002)*